



United States Marine Corps  
Program Manager for Ammunition

# PROGRAM MANAGER FOR AMMUNITION

MARINE CORPS  
SYSTEMS COMMAND

## FISCAL YEAR 04 GUIDING PRINCIPLES for *“Marine Corps Ground Ammunition”*



**WHY GUIDING PRINCIPLES FOR GROUND  
AMMUNITION?**

**USMC CONVENTIONAL AMMUNITION STOCKPILE:**

**\$4,200,000,000.00**

**USMC PROCUREMENT INVESTMENT FOR  
CONVENTIONAL AMMUNITION  
(FY04 thru FY09)**

**\$2,100,000,000.00**

**USMC ANNUAL LIVE FIRE EXPENDITURES:**

**\$250,000,000.00**

**THERE WILL BE A FUTURE WARFIGHT!**



# **FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION**

## **PROGRAM MANAGER FOR AMMUNITION MARINE CORPS SYSTEMS COMMAND FISCAL YEAR 04 GUIDING PRINCIPLES**

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**PROGRAM MANAGER FOR AMMUNITION  
MARINE CORPS SYSTEMS COMMAND  
FISCAL YEAR 04  
GUIDING PRINCIPLES**

I. **INTRODUCTION.** On 1 October, 2000, the Program Manager, Deputy Program Manager for Ammunition and the three organizational Division Heads established the first set of formalized, overarching, guiding principles for Fiscal Year '01. This document continues the ground ammunition roadmap while leveraging off the successes of FY01 through FY03, focusing on goals unattained during this timeframe as well as newly established goals.

The Program Manager for Ammunition (PM Ammo), Marine Corps Systems Command, retains overarching responsibility for the Life Cycle Management of Marine Corps Supply Class V(W), Ground Conventional Ammunition and Explosives. As such, the depth and breadth of this mission requires a clearly articulated, forward thinking document to map the internal direction of United States Marine Corps (USMC) ground conventional ammunition affairs. Due to the ever-increasing jointness within the munitions arena, it is essential to incorporate the myriad internal Marine Corps, Department of Defense, and other agency concepts, policies, and doctrine to ensure the future of ground ammunition accommodates the vision of our collective leadership.

***“To provide limited research, development, acquisition, and life cycle management support for all conventional ground ammunition required by Marine Corps Forces to train for and to successfully conduct amphibious warfare and expeditionary force operations.”***

***“Total Life Cycle Management of Ammunition”***

These guiding principles serve to focus PM Ammo’s future efforts, resources, and labor in attempts to address critical issues facing the future of this commodity as well as to educate the reader regarding the state of Marine Corps Ground Ammunition.

II. **BACKGROUND.** Marine Corps ammunition management has been subject to many changes over the past several decades. These changes continue from many angles. The transition in the early 1970’s to automated accounting systems, five Program Manager changes since 1990, four physical moves of the organization, and continued mission expansion have all served to mold PM Ammo in some fashion. Significant to the growth of PM Ammo was the alignment from a Headquarters, United States Marine Corps (Installations & Logistics Code LMG) to that of the Program Manager for Ammunition (PM Ammo), Marine Corps Research, Development, and Acquisition Command (MCRDAC) in the late 1980s. Further redesignation in the mid-1990’s of MCRDAC into the Marine Corps Systems Command aligned PM Ammo into its current Command structure as a stand-alone program office reportable directly to the Commanding General, Marine Corps Systems Command.

As with many organizations within the Marine Corps, PM Ammo continued to adapt to the increasing demands of technology introduction, a greater demand on Marine Forces, and continuous refinement of operational and tactical policy.



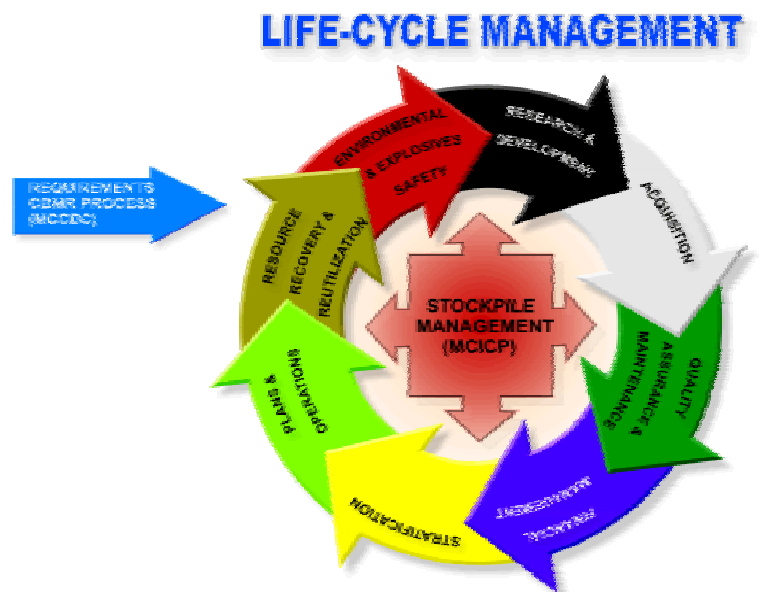
## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

With each change came the internal assessment regarding how best to address the assumption of new responsibility while shedding that which became obsolete. With the advancement into the year 2002 came the current organization with Life Cycle Management responsibilities for Marine Corps Ground Ammunition.

Significant impacts to PM Ammo, as with the Marine Corps in general, included the introduction of Near-Term Prepositioning Force (NTPF) and the ultimate adoption of the Maritime Prepositioning Force concept. The 1990's brought a major environmental influence into all DoD munitions management. For the first time, the advent of the Military Munitions Rule in 1997 singularly mandated a new munitions management challenge; that of formally designated and classified "waste military munitions." Similarly, the (then) proposed DoD "Range Rule," growing concerns with the processing of Ammunition, Explosives, and Dangerous Articles (AEDA), and numerous munitions-related toxic reporting requirements keeps environmental concerns related to munitions management on the skyline. Ultimately, these issues resulted in the formation by the DoD of the Operational and Environmental Executive Committee for Munitions (OEEECM). The drive within DoD for better accuracy of the approximate \$85 billion dollar conventional ammunition stockpile resulted in pressure to field the Joint Ammunition Management Standard Accounting System (JAMSS). JAMSS, however, did not come to fruition and was terminated in FY01. A continuing mission to facilitate the Services asset visibility as well as that of the Combatant Commanders was the need to feed the National Level Asset Capability (Joint Total Asset Visibility (JTAV)). Most significant within the munitions Automated Information Technology arena is the FY04 transition of USMC Ground Conventional Ammunition wholesale accounting system to the Department of the Navy Ordnance Information System (OIS).

Of concern is the continued decline of the Marine Corps ground ammunition stockpile built-up during the high investment years of the 80s. FY02 brought a revised, MCCDC-generated POM04 War Reserve Munitions Requirement (WRMR) study that significantly increased the War Reserve

Requirements for conventional ammunition. Changes from the 1996 study were significant, and we will continue to see moderate modifications to the overall War Reserve Requirements on an annual basis. USMC training usage of live ammunition for FY04 will approach \$250M. Although we enter FY04 with a fully-funded/supported Program Objective Memorandum (POM) for training, investment for procurement of war reserve ammunition remains a concern.



## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

The introduction of new weapon systems currently in the research and development stages, in conjunction with modernization efforts of the Class V(W) stockpile will continue throughout the remaining decade. The critical Expeditionary Fighting Vehicle (EFV - formerly the Advanced Amphibious Assault Vehicle) will require a significant procurement investment by the USMC for the vehicles, to include an extensive investment of the 30mm (and potentially 40mm) ammunition family to support the EFV. The continuing fielding of the JAVALIN anti-armor missile, the Anti-Personnel Obstacle Breaching System (APOBS), and investments in the “Family of Artillery Munitions (M795 155mm projectile, Modular Artillery Charge System (MACS), the Multi-Option Fuze-Artillery (MOFA), High Mobility Artillery Rocket System (HIMARS), and the Expeditionary Fire Support System) will continue to modernize the USMC conventional ground ammunition stockpile.

**The execution of these guiding principles is based upon the mission of PM Ammo Life Cycle Management responsibilities as depicted in the figure above.**

Similarly, the figure below represents the structure of the PM Ammo, with each Division singularly responsible for a portion of the total mission. Collectively, the product of each Division and the respective Teams within those Divisions represents “Total Ownership” of the Marine Corps Ground Ammunition Efforts (less the MCCDC proponentry for requirements generation).





## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

Further, this organization, unique within the DoD munitions community, serves as an excellent example of the whole being of greater value than the sum of its parts. The failure of one Division/Team would clearly, methodically, and negatively impact the mission of the other Divisions. Ultimately, with the synergy and dynamic teaming, failure within a Division/Team would quickly affect and impact Marine Forces support of ammunition and explosives.

III. **MISSION.** The Office of the Program Manager for Ammunition (PM Ammo), Marine Corps Systems Command, is part of a world-class acquisition organization with the authority and responsibility for the life cycle management of Marine Corps ground ammunition to support the needs of the Marine Corps. As such, the PM Ammo mission is to provide limited research, development, acquisition, and life cycle management support for all conventional ground ammunition required by Marine Corps Forces to train for, and to successfully conduct, amphibious warfare and expeditionary force operations. PM Ammo also has collateral duties as the Occupational Field Sponsor for the ammunition field, MOS's 2311/2340.

This wide range of responsibilities under one Program Manager is unique in that it provides the Marine Corps with a single point of visibility to assess the quality, quantity, and positioning of ammunition, and provides the occupational field with the ability to effect supply of that ammunition to Marine Forces.

Over the years, management of Marine Corps ground ammunition has become complex. Jointness is no longer a luxury. Rather, it has become critical to leverage resources and achieve economies of scale in the \$1Billion annual DoD conventional munitions procurements.

Jointness comes with unique challenges. Reliance on the U.S. Army's Joint Munitions Command, Rock Island Arsenal, Rock Island, Illinois for both procurement and wholesale "Care of Stocks In Stores (COSIS)" of the bulk of the Marine Corps stockpile will most certainly remain pivotal to logistics support. Similarly, the standup and formal establishment of the Program Executive Office (PEO), Ammunition at the U.S. Army Armament, Research, and Development Command (ARDEC) offers a new set of challenges and complexities within the joint ammunition business domain. As Single Manager of Conventional Ammunition executor, the U.S. Army PEO Ammunition concept was to "bundle" the formerly disparate Program Managers to gain efficiencies in the research, development, and acquisition domains. As well, reliance on the Navy tidewaters for both storage and load out of Marine Expeditionary Unit (MEU) basic force held stocks is key in support of our Marine Forces ammunition requirements. External influence on Marine Corps ground ammunition policies and procedures continue to play a significant role fashioning the future of this commodity.

*This roadmap is designed for one reason:* to ensure that PM Ammo addresses Marine Corps interests related to Class V(W) across the Department of Defense, today and for the future. In the process, we shall not forget what the final destination of our commodity is the young Marines sent into harm's way. As such, PM Ammo is committed to their support. First and foremost, PM Ammo is committed to their safety, and thus, we will not compromise the quality of ammunition and explosives introduced into the Marine Corps inventory.

**"It is policy of the Program Manager for Ammunition that ammunition and explosives introduced into the Marine Corps inventory will be, first and foremost, a quality product. The safety of those who use ammunition within the Corps will not be compromised."**



## **FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION**

### **IV. INFLUENCE OF OPERATIONS ENDURING FREEDOM AND IRAQI FREEDOM**

It should be noted that the many of the goals established within this document were derived from the numerous lessons learned from various organizations, and especially related to combat operations in Iraq. The true gauge of this organization is its ability to support Marine Forces with quality ammunition in sufficient quantity, on time, and in the right place. Overall, the staff of this office performed that mission admirably during Operations Enduring Freedom (OEF) and Iraqi Freedom (OIF). However, lessons learned are of no value if there is not continuous improvement to fix that which was learned.

The CONUS-based movement of some \$800M in conventional ammunition and explosives for force sustainment to augment two downlocated Maritime Prepositioning Ships Squadrons (MPSRONS) and multiple Amphibious Task Force (ATF) and Land Force Operational Reserve Material (LFORM) was challenging.

Much activity was conducted on-the-fly despite three extensive “**Class V(W) Planning Conferences**” and the establishment, and publication of the I Marine Expeditionary Force (IMEF) “**Class V(W) Combat and Contingency Concept of Operations Playbook.**” Despite our successes, there is much to do in addressing the efficiencies and deficiencies noted during the OEF/OIF evolution. PM Ammo will focus on fixing what is broken, beginning with a key role in the initiation and participation in the 12<sup>th</sup> Annual Joint Munitions Command, Joint Munitions Transportation and Coordinating Activity “TRANSPORTATION CONFERENCE”, October 2003.

This focus will remain. We will not waiver in our mission: continual assessment and refinement in preparation for the next war fight.

V. **PM AMMO – FY04 DIVISIONAL GOALS.** The following goals were developed with the intent of facilitating the accomplishment of our mission: support of and for Marine Forces. The culmination of these goals will serve to enhance, streamline, and facilitate the Life Cycle Management of Marine Corps Ground Ammunition

### **A. INVENTORY MANAGEMENT & SYSTEMS DIVISION FY04 GOALS**

*The Inventory Management and Systems Division (IMSD) goals outlined below are intended to ensure logistics enterprise integration for Supply Class V(W) conventional ground ammunition, as well as continuing ongoing business reformation while increasing the commodities communication and knowledge sharing capabilities. The art of the possible for business reformation and integration has been realized and the lessons learned during those reengineering and integrating processes will be valuable in achieving an integrated and optimized ammunition logistics chain. Metrics will measure our effectiveness at meeting these goals. Additionally IMSD Team goals are available on our web site.*

**IMS # 1** - Continue the modernization efforts of the Supply Class V(W) conventional ground ammunition Information Technology (IT) enablers. This goal will be met by continued teaming with the Naval Ammunition Logistics Center (NALC) and the recently established Naval Operational Logistics Support Center (NOLSC). The initial ongoing modernization effort of this teaming and goal achievement is the migration from our current legacy total item property system to the Naval “**Ordnance Information System - Wholesale**” (OIS-W).





## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

As additional OIS applications are developed, continued teaming with Marine Corps entities is critical, ensuring current and future information technologies (ITs) are integrated into our business practices.

**IMS # 2** - Continue reengineering the post-production Ammunition Logistics Business Rules (embedded in process, policy, and doctrine). While this goal will remain a continuing, long-term effort, reformation will be achieved through a focused and iterative plan of action and milestones (POA&M). A POA&M entitled "Supported Unit Iterative Transformation - Ammunition (SUIT-A)" is our initial focused and iterative plan. The Ammunition Logistics Focus Team (ALFT) will execute the POA&M and conduct continual business process analysis. Additionally a FY04 MCCDC Studies and Analysis study candidate “**AMMUNITION LOGISTICS CHAIN EFFICIENCY AND POLICY STUDY**” is slated for a 9-12 month examination of the post-production Ammunition Logistics chain. Findings and observations noted during this study and presented during the incremental In-Progress Reviews (IPR) will also focus the efforts of the ALFT in its ammunition post-production logistics chain reengineering/reformation efforts.

**IMS # 3** - Establish a formal teaming arrangement with the **Program Manager, Global Combat Support System (PM GCSS)** within the Information Systems and Infrastructure Product Group, Marine Corps Systems Command. A key objective in this teaming effort is to ensure the Supported Units’ required functionality for Supply Class V(W) conventional ammunition services and execution are coordinated and achieved. Another objective of this goal is to ensure the Supply Class V(W) ground ammunition IT enabler OIS is fully interoperable with, and a member of, the GCSS family of systems (FOS). This goal is critical in ensuring logistics enterprise integration because GCSS is the Corps logistics system and program of record.



**IMS # 4** - Continue to enhance the **Communication** capabilities for supply Class V(W) ground ammunition. This goal will be achieved through continued enhancements to our three primary communication tools: the Ground Ammunition “Knowledge Management Portal (KMP)”, the Program Manager for “Ammunition Web Page”, and the Occupational Field 2300 news and technical publication “Ammunition Quarterly.” The expansion of these capabilities will foster and provide conduits for information and knowledge exchange. Additionally, the ALFT and the MOS producing schoolhouse will be used to formalize and implement reengineered or new ammunition logistics business rules and IT enablers.

**IMS # 5** - Develop, use, and refine post-production ammunition logistics chain **metrics**. This goal will be met through new metric development and use of existing metrics, as well as continual examination, analysis, and refinement of existing metrics, as needed. Critical to this effort is to ensure that metrics results are shared and understood by those who influence the measured effort. These metrics will serve as markers, or “trigger points” in assessing the overall execution of the Supply Class V(W) ground ammunition Inventory Control Point and other parts of the associated logistics chain.

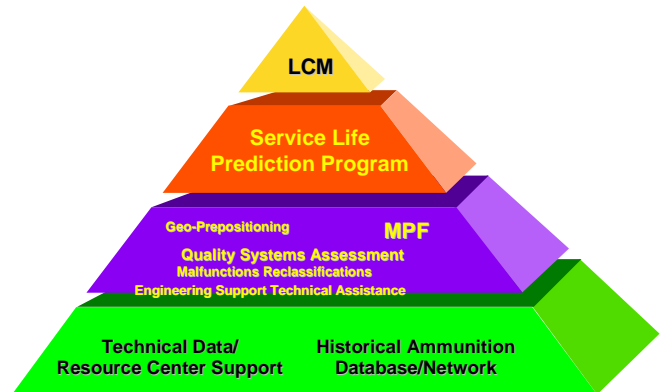


## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

### B. AMMUNITION PROGRAMS & BUDGET DIVISION FY04 GOALS

*The Ammunition Programs and Budget Division (AP&BD) goals for FY04 will continue to build on the momentum established over the last four years to define, refine, and improve processes, as well as to establish new processes to be more responsive to our customers. This year's AP&BD efforts will focus on some traditional themes such as Quality and Surveillance of ammunition and explosives, while introducing new initiatives involving knowledge management and metrics. These efforts are a natural outgrowth of AP&BD's drive to become the premiere provider of ammunition procurement, surveillance and maintenance services in the world.*

**AP&B # 1** – Re-design the USMC Class V(W) **Quality Evaluation Program** to transition the Reliability, Availability, Maintainability & Quality (RAM-Q) process to a **Service Life Prediction Program**. This goal will be met by teaming with Naval Surface Warfare Center, Crane Division, Fallbrook Detachment and other labs and contractors. The results of this effort will be the ability to project long-term re-procurement requirements and maintenance efforts, as well as better management of the existing inventory. By knowing the service life of ammunition ten to twenty years prior to an item reaching unserviceability, the Marine Corps will be better postured in the life cycle management of this consumable/nonexpendable class of supply and assist in the POM'ing for new items.



**AP&B # 2** – Continue to develop a good relationship with the recently established **U.S. Army Program Executive Office (PEO) Ammunition** and clarify the Marine Corps' role with PEO Ammunition, and Joint Munitions Command. Solidify approaches to influence PEO Ammunitions policy and procedures development to maximize benefits to the Marine Corps. Incorporate PEO Ammunition roles into the revision of the AP&B documents. Because 75% of the ammunition the Marine Corps buys will be procured through PEO Ammunition, it is critical that a solid foundation be established to minimize the waste of time and resources, and to maintain the high quality standard for ammunition the Marine Corps requires.

**AP&B # 3** – Develop/integrate a **Knowledge Management (KM)** Plan for AP&B. To support the continued PM Ammo trend towards efficient use of information and making effective decisions regarding ammunition, there is a need to develop a comprehensive KM plan. The KM Plan will address processes AP&B will use in the future, and the role that information and information technology will play in these processes. The KM Plan will define the roles played by systems, such as the Web based Ammunition Budget Management System; the KM Portal; Automated Configuration Management, Technical Data, and Publications; and stand-alone Command comptroller related systems, in AP&B business environment. This effort will address the needs for software, hardware, and information staff for the near term (three years) and long term (5-10 years).



## **FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION**

The plan will also establish key data elements that impact the business AP&B is responsible for, and attempt to standardize these data elements across the Division, PM Ammo, and DoD. It will also establish data element owners and define the future of the data elements. This document will be integrated with the plans that exist in PM Ammo's IMS Division (see IMS goals preceding) and the Navy's Ordnance Information System, as well as the Army's Integrated Conventional Ammunition Procurement Plan (ICAPP) system. This effort will be instrumental in AP&B's ability to reduce response times while improving the quality of information it provides to its customers. It will also facilitate navigation through the increasing amount of technical information that has become available and find the critical data necessary to make complete, appropriate, and defensible business decisions.

**AP&B # 4** - As part of the continued growth in capability and responsiveness that AP&B has made over the last two to three years, AP&B must develop and use **metrics** to measure performance and identify areas requiring improvement. This will be done by leveraging off the **MCSC Balanced Score Card** approach as well as incorporating metrics developed by the Office of the Executive Director for Conventional Ammunitions (OEDCA) as performance measurements for the Single Manager for Conventional Ammunition processes. This task is critical for PM Ammo to remain customer oriented while increasing its response times and optimizing its processes.

**AP&B # 5**- Interface and team with counterpart PM Ammo Divisions, Logistics and Inventory Management & Systems, to enhance/develop **strategic business plans**. This is critical for PM Ammo to understand the future of the two divisions, and the resources required to support their activities. These documents will allow proper budgetary planning and POM preparation in support of these two divisions and ALL of PM Ammo. In recent years these divisions have increased their responsibilities and activities for their work areas. This has required additional funds and resources, which has had to compete with other established requirements. AP&B staff will work closely with LOG and IMS Division management and contractors to identify, document and prioritize activities necessary for successful completion of their responsibilities. These documents will also allow for the identification of windows of opportunity to leverage with the efforts of other Division, other internal/external Command Program Managers, and other Services for the future. This task will support the continued efforts of LOG and IMS Divisions to be more responsive to their customers and maximize the effective use of funding in PM Ammo.

**AP&B # 6** – AP&B will develop a **Quality Assurance Plan** for the procurement and maintenance of Marine Corps Ammunition. This document will serve as the overarching guidance to all Navy activities, Army activities, and contractors that support the Marine Corps in the acquisition, surveillance, and maintenance of ammunition and explosives. Over the past five years, the Marine Corps has experienced the cost and time delays associated with poorly manufactured ammunition, which can be directly linked to a lack of quality assurance. As the quantity of ammunition in the inventory is depleted and Marine Corps Forces are called upon to do more, the quality of ammunition become a critical element in PM Ammo's ability to provide reliable, timely support to our Marine Forces.



## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

### B. LOGISTICS DIVISION

*The Logistics Division mission and focus for FY04 will be to “Enable near-seamless Class V support<sup>1</sup> in the functional areas of MAGTF operations/planning, explosives safety program management, and environmental compliance.” To accomplish our mission in FY04, we will emphasize the following goals:*

**LOG # 1** – Formally establish and execute an “**Installation Advocacy Board (IAB) for Explosives Safety Projects/Issues.**” Historically, an installation explosives safety issue was brought to PM Ammo attention through a request for assistance from the Installation Explosives Safety Officer (ESO) because a corrective action military construction (MILCON) project had not been funded. These requests have generally been fragmented and non-coordinated, and may not result in the best overall employment of Marine Corps resources in addressing Installation explosives safety related issues. With the establishment of the Explosives Safety Advocacy, all issues will be forwarded to PM Ammo with explanations of the rationale for localized priority rankings of efforts. Upon receipt, PM Ammo will obtain rankings according to overall impact and merits by convening a board comprised of PM Ammo staff, HQMC I&L IAB and seeking their assistance and guidance to resolve any outstanding issues. While a favorable endorsement by this board does not guarantee project success, the advocacy approach does represent a means to have explosives safety issues identified, heard, and potentially adjudicated, which normally would not have occurred.

**LOG # 2** - Identify and resolve **munitions movement/transportation** issues from Operations Enduring and Iraqi Freedom (OEF/OIF). OEF/OIF surfaced gaps in the joint munitions transportation arena that had the potential to adversely impact combat effectiveness. The Army’s Transportation Conference during October 2003 will be the starting point for identification of Marine Corps munitions transportation issues and follow-on actions required to preclude future recurrences.

**LOG # 3 – Reconstituting the MPF.** OEF/OIF required downloading in excess of 1,000 ammunition containers. To support the war fighter mission and war plans we are dedicated to minimizing the time required to replenish expended munitions and meet stockage objectives. MPF maintenance cycles as well as procurement lead times requires that this be a multi-year effort requiring extensive coordination between all Divisions in PM Ammo.



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<sup>1</sup> Near-seamless Class V support consists of timely, accurate, and effective solutions and support required in both the military operational and “other types” of ammunition logistics management. Regularly, PM Ammo Logistics Division representatives are called upon to effectively carry out the AMMO mission in areas not generally considered typical ammunition management environments. For example, representation at State policy/regulation-making levels, and international representation effectively makes Logistics Division personnel ambassadors for the PM Ammo, and ultimately the Marine Corps’ mission.



## **FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION**

**LOG # 4** – Initiate / conduct a “USMC Ground Ammunition Conference.” Coordinate, organize, and execute the Ammunition Conference. This conference will set the tone for the future of the Marine Corps ammunition. Anticipate follow-on actions from the conference.

**LOG # 5** – Implement a **Tactical Explosives Safety** Program. The Assistant Commandant of the Marine Corps (ACMC) via HQMC Safety Division directs PM Ammo to execute the Marine Corps’ Explosives Safety Program. OEF/OIF surfaced a real need for an Explosives Safety Officer in direct support of combat operations for numerous issues spanning every aspect of conflict. With the September 03 ACMC approval of the creation of a Tactical Explosives Safety billet, the Explosives Safety Program will now encompass both operational and garrison explosives safety programs and better prepare our Marine Forces, early in the campaign, in the integration of explosives safety in the planning cycle.

**LOG # 6** – Class V(W) related **Policy** Development and Maintenance. As the role and influence of PM Ammo increases in scope and magnitude over time, so too does the need to document and clearly articulate requirements. Accordingly, the Logistics Division will continue to develop and update policies, regulations, and orders for relevance both internally and externally.

### **VI. PROGRAM MANAGER FOR AMMUNITION**

The Division Head goals outlined in the previous section will serve collectively to focus the Program Manager’s and senior staff’s efforts, influence, and resources for FY04 and beyond. FY04 will not only be a year of transition and change, it will serve as a period for regaining program stability diminished during the OEF/OIF evolutions. Although PM Ammo provides critical support in the area of ground munitions to the Marine Corps, the mission in total life cycle support for this commodity will remain distinct within the Marine Corps Systems Command.

*“..the singular voice across the entire spectrum of ground ammunition management within the U.S. Marine Corps.”*

The introduction of ammunition and explosives into the inventory and management of all facets thereafter require this office to partner across DoD in arenas other than acquisition. As the Inventory Control Point for Class V(W), global positioning of assets and Operational Planning Support for the Marine Forces draws the PM Ammo staff into numerous forums due to the increasing joint within DoD. The responsibility of all explosives safety for the Marine Corps has migrated into both explosives and environmental concerns as environmental issues continue to creep into munitions management. To ensure a well prepared, trained workforce remains relevant in the changing environment of DoD ammunition and explosives Life Cycle Management, the Program Manager establishes a training goal for FY04 as detailed below:





## FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

**PM # 1 - TRAINING THE WORKFORCE.** Success of the PM Ammunition mission, as well as those goals established in this document, are extremely dependent on the abilities and capabilities of the workforce. Left alone, the knowledge base will become lethargic and stagnant. One of the key elements and enablers in our mission is joint influence of the munitions arena with special emphasis on the U.S. Army and their “Single Manager for Conventional Ammunition (SMCA) role. It is imperative that the PM Ammo workforce, at all levels, receive the requisite training to execute the mission(s) they are tasked.

As such, it is the Program Managers intent, during FY04, to solidify a training agreement with the U.S. Army Defense Ammunition Center, McAlester, Oklahoma that results in the induction of Marine Corps Civilian and Military Ammunition personnel into the U.S. Army’s “**Ammunition Management Career Program**” (AMCP). By doing so, PM Ammo personnel will not only achieve a broader understanding of conventional ammunition management within DoD but will also have the opportunity for career progression (either within the Marine Corps or other Services), and continual opportunities for training that are not currently available.

### AMMUNITION MANAGEMENT CAREER PROGRAM (AMCP) CP-33



# FY04 GUIDING PRINCIPLES – PROGRAM MANAGER FOR AMMUNITION

## VII. SUMMARY

Fiscal Year 2004 will no doubt introduce new and complex management issues with this critical commodity. This office will remain the Marine Corps' central repository for ammunition data and act as the singular point of contact for Marine Corps Ground Ammunition. Finally, PM Ammo will remain relevant. Ammunition touches virtually every Marine and is a unique commodity that is either used, moved, expended, stored, procured, analyzed, budgeted, or developed by Marines or Marine Civilians. The unique explosive safety aspect drives policy. Ammunition is high value and high usage. It is a multi-billion dollar stockpile and a multi-billion dollar investment account. Management of ammunition is broad, from the simple to the complex. At its final stage, it represents the very tip of the tip of the spear. As such, it is recognized by every member of the staff that ALL our efforts, hours, meetings, reports, and taskers as well as the results of those efforts support those who may ultimately find themselves in harm's way. The PM Ammo staff serves as enablers. This will remain our primary focus!

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& BUDGET DIVISION  
**Mr. Troy Wright**

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INVENTORY MANAGEMENT  
& SYSTEMS DIVISION  
**Mr. Dennis Zarnesky**

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LOGISTICS  
DIVISION  
**Mr. Thierry Chiapello**

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DEPUTY PROGRAM MANAGER,  
AMMUNITION  
**LtCol Timothy Rollins**

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PROGRAM MANAGER,  
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Signed 1 October 2003

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